

<p>Mississippi State Board of Nursing Home Administrators 1755 Lelia Drive, Suite 305 Jackson, MS 39216 (601) 362-6914</p>

MS State Board of Nursing Home Administrators 5-Year Strategic Plan, FY 2024 – FY 2028

1. Our Mission

The mission of the MS State Board of Nursing Home Administrators is to educate, license, regulate and evaluate the competency of the Administrators of Mississippi licensed nursing home facilities who provide for the health, safety, welfare and quality of care for persons residing in long-term care facilities as mandated by federal law.

2. Our Philosophy

The MS State Board of Nursing Home Administrators is committed to the continued safeguard of the welfare of Mississippi’s nursing home residents. The philosophy of the Board is to adhere to the highest professional standards, to indiscriminately enforce regulation and demonstrate respect for the residents through the Board’s oversight of the nursing home administrators.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To protect Mississippians from risks to public health and to provide them with the health-related information and access to quality healthcare necessary to increase the length and quality of their lives.

Relevant Benchmarks #1: *Access to Care*

- Number of health professional shortage areas
- Preventable hospitalizations (discharge rate among the Medicare population for diagnoses amenable to non-hospital-based care)
- Percentage of population lacking access to mental health care
- Percentage of population lacking access to community-based mental health care
- Number of individuals on waiting list for home-and community-based services

Relevant Benchmarks #2: *Communicable Disease*

- Tuberculosis care rate per 100,000 per year
- Vaccine preventable communicable diseases
- Facility acquired infection rate
- Incidence of food-borne illness (salmonella)

Relevant Benchmarks #3: *Non-Communicable Disease*

- Rate of complications among diabetes patients
- Percentage of adults who are obese

- Adult compliance with recommended levels of aerobic physical activity
- Adult compliance with consumption of recommended daily portions of fruits and vegetables
- Asthma hospitalization rate
- Number of deaths due to drug injury of any intent
- Prescription drug abuse deaths
- Age-adjusted death rate

Statewide Goal #2: To ensure that Mississippians are able to develop to their full potential by having their basic needs met, including the need for adequate food and shelter and a healthy, stable, and nurturing family environment or a competent and caring system of social support.

Relevant Benchmarks #1: *Social Indicators*

- Rate of homelessness

Relevant Benchmarks #2: *Protective Services*

- Substantiated incidence of abuse of vulnerable adults

Relevant Benchmarks #3: *Food Assistance*

- Percentage of households with food insecurity

Statewide Goal #3: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.

Relevant Benchmarks #1: *Cost of Government*

- Number of government employees per 10,000 population

Relevant Benchmarks #2: *Government Efficiency*

- Administrative efficiency
- Average wait time for state government services
- Regulatory efficiency
- Number, average cost and type of regulatory actions taken by regulatory body
- State dollars saved by providing government services online
- Percentage of state employees leaving state service within five years of employment

4. Overview of the Agency 5-Year Strategic Plan:

The Mississippi State Board of Nursing Home Administrators has targeted seven priorities for the next five years. First, the Board has continued to offer enhanced communication and licensing options through the online database of state licensed administrators. Several years ago, the Board enacted that all nursing home administrators were required to fill out the renewal application online through the Board's secure database. Administrators continue to have the option of paying for their license fees online or by mail with check or money order. In addition,

administrators were/are encouraged to make changes to their profiles, such as facility changes, etc. online. This database enhancement allows us to communicate through email communication instead of snail mail when any type of communication needs to be made. With all of the changes that have evolved due to COVID-19 the Board has needed to communicate consistently with the nursing home administrators and the Administrators-in-Training. We are now able to send out mass emails at any time to communicate any rule changes, policy changes, updates to staffing, etc. All of this continues to decrease office costs, decrease wait time, and simplify the process of communication.

The Board's second priority is to continue to encourage all of its applicants to complete the Administrator-in-Training (A.I.T.), Endorsement, Universal Recognition of Occupational Licensing Act (UROLA), and Reinstatement Applications online. Within the past year or two the Board has seen an increase in online applications for Endorsement Applicants and Reinstatement Applicants. Now that the Board has UROLA applicants, so far, all the applicants have completed their applications online. When office staff speaks with individuals applying for the Administrator-in-Training Program we highly encourage the applicant to complete the "main" application online since it accelerates the process of getting he/she approved to begin the program. The Board would like to complete migration to online applications only. Applying online simplifies and decreases the length of time it takes the Board's staff to process and review the application. This will result in an increase in time available for staff to complete other administrative tasks as required by the Board.

The Board's third priority is one that will continually be a goal: to improve the quality and relevancy of the six-month pre-licensure course (Administrator-in-Training Program) including training the trainer (Preceptor) and intern (A.I.T.), the reporting mechanisms, and the examination process. The Board plans to continue to work on updating the processes for both the Preceptor and the A.I.T. This includes the annual training workshop for the Preceptor and the monthly reporting of the A.I.T. The Executive Director will continue to update and train the Preceptors through the annual Preceptor Certification Program. Two and three years ago the Board hosted a panel discussion with long-term Preceptors (trainers) and newly licensed administrators who recently completed the A.I.T. Program to discuss with Preceptors who will be certified, details they should know while precepting an A.I.T. This past year the Board hosted a similar panel but "put a spin on it" by asking questions about how COVID has affected the nursing home industry. This allowed administrators to express their concerns for the direction the industry has taken. Each year the Executive Director sends out surveys soliciting suggestions. New ideas for the annual Preceptor Certification Program are frequently developed. In addition, the Executive Director will continue to meet with the A.I.T.s as a group every six months. During this meeting, the Executive Director goes over the Board's Rules and Regulations and prepares the A.I.T. for the State Exam and instructs them on how to register for the NAB (federal) Exam. The A.I.T. monthly reports are regularly being updated.

The Board's fourth priority is to begin to add at least one continuing education program each year for the purpose of training currently licensed nursing home administrators in the field. The Board's desire is to keep these administrators abreast of the most current topics that hit nursing homes and their field of study. The Executive Director is currently looking at holding a

continuing education program hopefully this fall and is looking into the topic of leadership as each administrator deals with leadership on a minute-to-minute basis in their field.

The fifth priority will be to encourage all Continuing Education Sponsors to complete the Continuing Education (C.E.) Sponsor Application online instead of through paper. The database allows them to complete the application and to pay the sponsorship fees. The Executive Director has slowly been encouraging the CE Sponsors to fill out the applications online but it is a slow process in the making. The Board plans to continue pushing forward in this as it speeds up the approval process drastically and cuts down on the amount of time it takes staff to input all of the information into the database to upload the approved CE Program to the website.

The sixth priority is also a continuing priority: for the Board to continue to monitor the competency and effectiveness of the licensed administrators through monitoring of continuing education, investigating complaints, and renewing licenses.

The final priority is to return to in-person Board meetings while incorporating technology to effectively implement paperless meetings. This was put on hold because of COVID-19, during which all meetings were held virtually. Therefore, the seventh priority is to continue to leverage technology to eliminate Board meeting paperwork and adopt a fully paperless system using mobile electronic devices. The Board purchased iPads for this purpose. The Board also purchased a secure site to allow Board staff to upload all Board meeting information to the iPads to be used for Board meetings. This has been a great improvement and has reduced the paper used and associated expenses. In addition, this allows the Executive Director and staff additional time to work on other projects and initiatives.

5. Agency's External/Internal Assessment

- 1) Availability of facilities with funds to hire Administrators-in-Training (AITs) impacts the number of applicants and collection of fees.
- 2) Amount of time required to train and supervise AITs impacts the number of trainers (Preceptors)
- 3) Increased propensity of the public to file formal complaints impacts the budget necessary to pay investigative costs
- 4) Increased amount of time required by volunteer Board members impacts the expediency of Board action
- 5) Aging population will increase demand for nursing homes impacting need for qualified licensed Administrators
- 6) Increased number of licensed administrators approaching retirement impacts number of renewals
- 7) Recruitment of new AITs and licensed administrators from other states will impact fee income
- 8) Automated documentation by interactive website will impact personnel productivity
- 9) Potential change in federal requirements may impact the Board's mission and activity
- 10) Actions proposed by state trade organizations may impact the Board's programs and priorities.

The Board meets quarterly to make decisions on requests, provide direction for the Executive Director, and set forth policies and rules as needed. At these meetings Board members evaluate the progress made toward established goals and objectives and make changes when appropriate.

The Board continues an on-going process of evaluating all aspects of duties and responsibilities under the Board's mandate. This includes staff, standards set forth in the Rules & Regulations, training programs offered by the Board, the intern program and requirements, as well as standards/processes for license renewal.

6. Agency Goals, Objectives, Strategies and Measures by Program

6.1 Agency Goals by Program

Program 1: Licensure & Regulation

GOAL A: Issue licenses to individuals who meet set standards and qualifications (Miss. Code Ann. Section 73-17-9 & 73-17-11)

OBJECTIVE A.1. Develop and impose standards which must be met by individuals in order to receive a license as a nursing home administrator

Outcome: Better qualified nursing home administrators

Outcome: Change in number of nursing home administrator complaints

A.1.1. STRATEGY: Provide a comprehensive application that requires proof of good moral character and meeting minimum qualifications to serve as nursing home administrators.

Output: Number of applications downloaded from website

Efficiency: Online access reduces office costs

A.1.2. STRATEGY: Approve each individual based on their completed application.

Output: Number of applications received

Efficiency: Cost per application review offset by fee

OBJECTIVE A.2. Devise and implement educational programs to assist individuals in preparing for careers in nursing home administrations

Outcome: Better qualified nursing home administrators

Outcome: Change in number of nursing home administrator complaints

A.2.1. STRATEGY: Provide an internship program for training new administrators

Output: Number of interns enrolled

Efficiency: Online access reduces office costs

A.2.2. STRATEGY: Monitor and assess the progress of interns throughout the six-month training program.

Output: Number of interns enrolled in program

Efficiency: Cost per monthly report review

A.2.3. STRATEGY: Manage six-month intern (AIT) training program

Output: Executive Director audits monthly reports

Output: Board approving new AIT applications and ratifying preapproved applications each quarter

Output: AITs enter program monthly

Output: Number of AITs participating

Efficiency: Costs of board travel; administration; number of AITs paying program fee

Explanatory: Pre-approval by Executive Director reduces costs and increases number of AITs; Online database reduces administration costs

A.2.4. STRATEGY: Provide training and certification for Preceptors

Output: Annual training program

Output: Number of Administrators participating

Output: Number of CEUs issued

Efficiency: Cost of speaker(s), training materials, facility, administrative

Explanatory: Costs offset by fee; Costs reduced through online registration and payment

OBJECTIVE A.3. Examine applicants for entry level competency prior to licensing.

Outcome: Better qualified nursing home administrators

Outcome: Change in number of nursing home administrator complaints

A.3.1. STRATEGY: Administer an examination that individuals must pass before being granted a Mississippi license.

Output: Number of exams administered

Efficiency: Cost of administering test offset by fee

Efficiency: Number administered per number of applications; Rate of passage of examinations

Explanatory: Administration costs offset by fee

A.3.2. STRATEGY: Update State Exam when necessary to reflect changes in board, federal, or state mandate.

Output: Executive Director reviews annually

Output: Board reviews and make changes when appropriate

Efficiency: Costs of board travel, report preparation, education

GOAL B: Regulate and enforce the laws governing licensed nursing home administrators (Miss. Code Ann. Section 73-17-9)

OBJECTIVE B.1. Establish procedures to ensure compliance with standards, laws and rules.

Outcome: Uniform qualifications of nursing home administrators

Outcome: Change in number of nursing home administrator complaints

Outcome: Change in number of qualified nursing home administrators

B.1.1. STRATEGY: Propose state statute changes when necessary to reflect changes in board, federal, or state mandate.

Output: Board reviews annually

Output: Board proposes changes to state statute through legislature

Efficiency: Costs of legal counsel, board travel, report preparation, legislative education

Explanation: Amount of time billed by legal counsel based on the number of changes

OBJECTIVE B.2. Regulate and enforce state laws and rules.

Outcome: Uniform qualifications of nursing home administrators

Outcome: Change in number of nursing home administrator complaints

Outcome: Change in number of qualified nursing home administrators

B.2.1. STRATEGY: Renew administrators license biannually

Output: Number of renewal applications received

Efficiency: Online renewal reduces administrative costs

Explanatory: Costs reduced through online renewal and payment; associated fee offsets

B.2.2. STRATEGY: Track compliance with requirement to keep up to date information regarding current facility and contact information.

Output: Number of changes logged

Efficiency: Cost per change to enter by staff

Explanatory: Online updating reduces cost

B.2.3. STRATEGY: Require continuing education credits (CEU) for each renewal cycle

Output: Require 40 CEUs per cycle

Output: Limit to 10 distance learning

Output: Limit CEUs to pre-approved hours

Efficiency: Administrative costs to process and report CEUs

B.2.4. STRATEGY: Keep accurate records of continuing education credits required to maintain license

Output: Log continuing education units in database

Efficiency: Cost per credit report to enter by staff

Explanatory: Online reporting reduces cost

B.2.5. STRATEGY: Communicate changes and/or updates to state rules and regulations when necessary

Output: Number of newsletters posted on website

Output: Number of direct mail pieces

Output: Number of email notifications

Efficiency: Online dissemination of information reduces costs

OBJECTIVE B.3. Conduct on-going studies to provide effective programs for conducting competency evaluation.

Outcome: Uniform qualifications of nursing home administrators

Outcome: Change in number of nursing home administrator complaints

Outcome: Change in number of qualified nursing home administrators

B.3.1. STRATEGY: Develop a survey to be completed by new licensees regarding improvements in application process.

Output: Surveys provided to each intern

Efficiency: Percentage of returned surveys

Explanation: Anonymity of source protects professional relationships

B.3.2. STRATEGY: Develop a survey to be completed by the Preceptor regarding improvements in the internship process.

Output: Surveys provided to each Preceptor

Efficiency: Percentage of returned surveys

Explanation: Online return reduces time commitment

B.3.3. STRATEGY: Monitor best practices by participation in the national board meetings.

Output: Executive Director attends NAB meetings twice yearly

Efficiency: Costs of attendance

Explanation: NAB covers base costs for Executive Director

B.3.4. STRATEGY: Monitor best practices by participation in the state association meetings.

Output: Board members attend state association meetings

Output: Executive Director invited to address participants

Efficiency: Costs of attendance

Explanation: Costs covered by facility and association

B.3.5. STRATEGY: Utilize existing education providers for instruction in domains of practice

Output: Number of providers offering CEUs per cycle

Output: Numbers of “domains of practice” addressed per cycle

Output: Number of college credit hours approved

Efficiency: Revenue received from provider approval, individual approval fees

OBJECTIVE B.4. Conduct complaint investigations as appropriate.

Outcome: Uniform qualifications of nursing home administrators

Outcome: Change in number of nursing home administrator complaints

Outcome: Change in number of qualified nursing home administrators

B.4.1. STRATEGY: Follow established policy for investigating any charge or complaint against a licensed administrator

Output: Number of complaints registered with the Board

Efficiency: Cost of investigation of complaint

Explanatory: Variation in legal fees based on time to investigate the complaint

B.4.2. STRATEGY: Revoke or suspend licenses when it is determined necessary

Output: Number of complaints investigated by the Board

Output: Reduction of number of licensed administrators

Efficiency: Cost of investigation and court costs of action

Explanatory: Variation in legal fees based on time to investigate the complaint